

Continuous Service Improvement Plan (CSIP)

June 2026



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1. Foreword

Nottingham is a city with enormous strengths - resilient communities, world-class institutions, and a vibrant cultural identity. As a council, our responsibility is to ensure that the services we provide are effective, efficient and continuously improving, so that every resident feels the benefit of a well-run and leading organisation.

Over the past year, we have taken significant steps to stabilise the council and focus more directly on outcomes, ensuring that our services are reliable, responsive and designed around the needs of our residents. This Continuous Service Improvement Plan sets out how we will deepen this progress by embedding continuous improvement as a core discipline across the whole organisation. These foundations now allow us to look outward, focusing on outcomes and on delivering the services that residents rely on every day.

This Plan marks the next stage in our journey. It moves us from a period of recovery toward sustained excellence. It sets out how we will ensure that our work is driven by evidence, shaped by residents' experience, and aligned to the outcomes that matter most.

Our seven priority service improvement areas reflect the priorities of residents and staff, and the direction of the Council Plan. Alongside these, our nine cross-cutting improvement programmes strengthen the essential foundations of governance, finance, digital, workforce, procurement, and customer experience. Together, they provide a clear framework for delivering long-term, measurable improvement.

We will continue to work openly with residents, staff and partners as we deliver this plan. We know that strong collaboration across the city, including with community groups, businesses, voluntary organisations, and regional partners, is vital. The challenges facing Nottingham are shared challenges, and our progress will depend on collective leadership and a commitment to doing things differently where needed.

Our ambition is for Nottingham to be a city where everyone feels safe, supported and optimistic about the future, a city that offers opportunity, fairness and high-quality services. We are confident that this Plan demonstrates our determination to achieve that. It reinforces our commitment to transparency, accountability and continuous learning as we build a council that is financially sustainable, high performing and trusted by the people it serves.

We would like to thank residents, staff and partners for their continued engagement and support. Together, we will continue to strengthen Nottingham, improve outcomes, and deliver a council we can all be proud of.



Cllr Neghat Khan
Leader of the Council



Sajeeda Rose
Chief Executive

2. Vision and Purpose

“Being efficient and effective, continuously improving to deliver better outcomes for residents”

Purpose of this Plan

Our Continuous Service Improvement Plan (CSIP) sets out how Nottingham City Council will embed continuous improvement across all services - shifting from urgent recovery to improved delivery - so that we consistently achieve Best Value for the people who live, visit and study here.

It builds on the groundwork established by the 2024 Improvement Plan, which was created to respond to government intervention and to move the council from crisis to stability. The CSIP now provides the framework for a more outward looking, partnership centred and performance driven organisation that prioritises financial sustainability and service effectiveness while we continue to improve efficiency and outcomes.

Crucially, it also sets out how we will enable and empower residents and partners through stronger community engagement, more co-production, a clearer focus on the customer experience and more choice and control.

This plan does not intend to replace or duplicate Our Council Plan 2025 - 2029, rather it is intended to align and support delivery of being 'a renewed council, delivering for local people, leading Nottingham forward.' The focus, therefore, of this plan is on our priority areas for service improvement, with tangible benefits and outcomes for residents, and further embedding the foundational improvements made under the 2024 Improvement Plan.

From Crisis Response to Fixing the Foundations

The 2024 Improvement Plan was focused on responding to the statutory intervention at the council following the Section 114(3) report in late 2023 and the appointment of Government Commissioners in February 2024. Its purpose was to address the immediate governance and financial challenges; strengthen decision making and risk management; and establish the basic controls and disciplines required to restore stability and trust. In that context, the council's improvement work was principally inward looking: rebuilding core systems, clarifying roles and responsibilities, and resetting how the council is run. These improvements have been key in becoming a renewed council for the residents of Nottingham.



What the First Improvement Plan Delivered

Delivery of our Improvement Plan has tackled a number of the most immediate challenges. Priority improvement programmes strengthened financial management, progressed a disciplined capital asset disposal programme, and tightened governance of council owned companies.

The plan also re-established clear assurance arrangements - monthly oversight through Commissioner-led Boards plus Senior Accountable Officers and Responsible Delivery Leads for each programme, while transparent reporting of organisational health indicators now tracks progress and enables prompt intervention when risks emerge.

Together, these actions have stabilised the organisation and created the conditions for sustainable improvement. Over the past months, we have taken significant steps to strengthen member/officer collaboration and developed our strategic priorities for the future - including a clear, evidence backed plan for Local Government Reorganisation (LGR). We have embedded robust frameworks, enhanced digital capabilities, and improved operational processes, while our March 2025 budget showed that the authority is now financially stable as we ensure value for money across all of our services.

We are firmly committed to aligning our resources to need and managing risk. However, there remains more still to do. As we continue to deliver improvements to the council to make it more effective, efficient and economical, we recognise, by its very nature, more work is needed as we continue on our journey of continuous service improvement.

Our Continuous Service Improvement Plan (CSIP)

With a number of immediate challenges now addressed, the council can now turn more of its energy outward: listening to residents and partners, aligning services to shared outcomes, and ensuring our operating model is agile enough to adapt to changing needs in the city.

The CSIP is therefore designed to embed continuous improvement - not as a one-off recovery exercise, but as a permanent discipline that drives quality, consistency, and learning across every service and enabling function. This responds directly to the statutory Best Value Duty (Local Government Act 1999), which requires authorities to secure continuous improvement having regard to economy, efficiency and effectiveness. Crucially, Best Value is not just about saving money, it is about delivering the best outcomes for residents in the most effective and efficient way. That is why outcomes are at the heart of this plan.

Updated government guidance on Best Value (May 2024) clarifies expectations for continuous improvement, leadership, governance, culture, use of resources, service delivery and partnership & community engagement. The CSIP aligns with these standards, ensuring our improvement is demonstrable, measurable, and sustained.

Further statutory Directions were issued on 24 March 2026 which confirm the council's continued improvement will be supported by two Ministerial Envoys. These Directions will remain in force until 30 September 2027, with a review point after twelve months.

From Efficiency to Effectiveness

Years of increasing service demand have meant that the council's emphasis naturally fell on efficiency: reducing cost, stopping or scaling back non-essential activities, and improving productivity. The CSIP maintains that discipline but moves beyond efficiency to a stronger focus on effectiveness: achieving outcomes that matter, at the right level of quality and at the right time for the people who need it most.

In Best Value terms, we will explicitly balance economy and efficiency with effectiveness by:

- Designing services around evidence of need and what works (including prevention and early intervention);
- Commissioning and partnering where others can deliver better outcomes or value;
- Measuring success through a concise set of outcomes and performance indicators that test quality, consistency and impact.

This shift to emphasising effectiveness is consistent with the Improvement Plan's commitment to a clear direction and purpose and its articulation of a Future Council that enables, empowers, influences and delivers, rather than attempting to do everything ourselves.

CSIP Structure

Our CSIP is structured around seven priority service improvement areas and nine improvement programmes. This structure allows the council to direct focus on priority areas to deliver positive change for residents and enable financial sustainability, while continuing to embed continuous improvement more widely throughout the council.

Monitoring our performance

Where ever possible, we have aligned the outcomes and metrics in this plan with the Local Outcomes Framework (LOF) and targets are established based on available benchmarking data to evidence Best Value. The LOF sets the sixteen national priority outcomes that central government and local government will work in partnership to deliver.



3. Plan on a Page

Our Council Plan - Renew, Deliver, Lead and Outcomes Framework

Our Continuous Service Improvement Plan

"Being efficient and effective, continuously improving to deliver better outcomes for residents"

Purpose

To continuously act to embed continuous improvement in all service areas, transforming front-line functions and the organisation culture

Priority Service Improvement Areas



Outcomes

Improved outcomes for the people living in Nottingham City
 People experience a coordinated, joined-up system
 Timely access, assessment and support
 Clear professional accountability and confident decision-making
 Consistent experience regardless of locality or entry point
 Workforce is aligned to demand and able to deliver preventative support
 ASC operates as a single, coherent system (not siloed services)
 Adult Social Care delivers strong value for money and operates sustainably
 People are living well, earlier, in their home and community, and with complex needs supported by a market and system that works
 Reduced reliance on spot purchasing and improved utilisation of contracted provision through a planned, preventative approach

Children are kept safe in loving homes
 Children have the best start in life with opportunities to achieve their potential
 More families are thriving together

There is greater economic growth and prosperity including more businesses which are growing faster
 More people are supported into good, secure work, with higher wages
 Barriers to employment, economic inactivity and unemployment are reduced

The council consistently provides accessible, efficient, and continually improving customer services that resolve enquiries quickly, keep residents informed, and empower staff through clear standards, data-driven insight and strong customer engagement

Homelessness and rough sleeping are prevented and reduced
 Everyone has access to a decent, safe, secure and affordable home

The 'safe and legally compliant' day one establishment of a new Unitary Authority for Nottingham delivering simpler structures and better services

Residents live in clean and green neighbourhoods

Objectives

Enabling Gloriously Ordinary Lives - moving to a Social Care system that is life led rather than service led, that helps people live healthier, more independent lives by implementing our new Adult Social Care Target Operating Model, strengthening partnership and locality working, and embedding prevention and early intervention in how we deliver support
 Digitally Enabled Care: We will embed digital innovation as the heart of the Adult Social Care operating model to enable people to live in a place they call home
 Commissioning and Partnerships: Commissioning will develop strategic plans, focused on future models of care, proactively shaping a sustainable market that delivers long-term sustainable services and growth. This includes better outcomes, improved value for money and reduced reliance on high-cost, reactive purchasing

Our Young Futures Hub: We will keep children safe by providing integrated support (mental health, safeguarding, youth services) through a single front door for at-risk teenagers

Educational attainment: Focus on raising educational attainment, attendance and reducing exclusions by strengthening partnerships with schools, academy trusts, and the Department for Education, and improve access to Alternative Provision

Special Educational Needs and Disabilities: We will increase opportunities for those with Special Educational Needs and Disabilities (SEND) through delivery of the SEND Employment Transitions Programme (Test, Learn and Grow)

City Vision: Drive economic growth and create thriving, inclusive places by delivering investment and regeneration; enhancing the city's profile through a new city vision; delivering an enabling planning offer and new local plan, and attracting future capital investment

Customer experience: Improve customer experience by ensuring our services are shaped by resident insight, accessible, high-quality; and staff are empowered by using technology to streamline processes and continuously improve

Homelessness and rough sleeping: We will reduce homelessness and rough sleeping in the city by reviewing current provision, continuing to build on prevention work and building a long term strategy for Social Housing

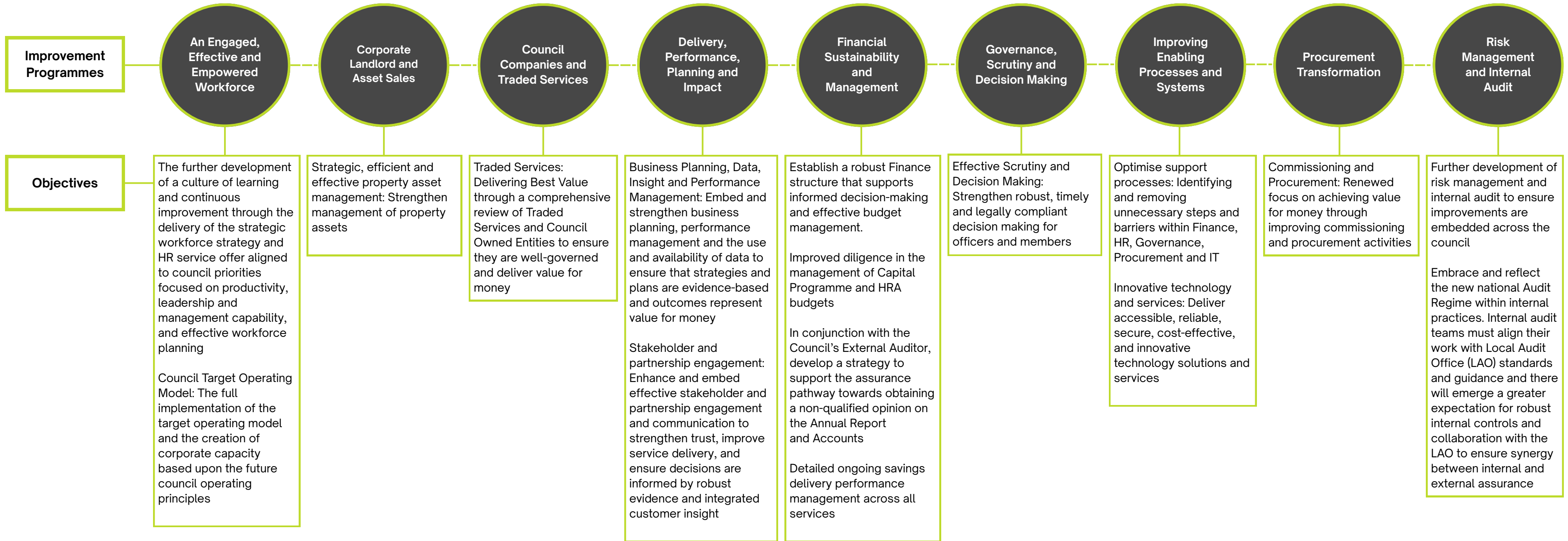
Council Housing: We will ensure Council Housing Stock is safe and decent and well managed through an improved repairs service, improving tenant engagement, alongside effective property management and adaptations - moving the council to the top rating (C1 rating - from C3 by 31 March 2028)

Local Government Reorganisation: To continue to work with other councils in the Nottinghamshire area to define, coordinate and implement the safe and legal day one establishment of a new Unitary Authority for Nottingham as part of Local Government Reorganisation in Nottinghamshire

Waste transformation: Deliver a financially sustainable, compliant and efficient waste service that reduces residual waste, increases recycling, and meets statutory obligations through effective partnership and investment as a part of our waste transformation programme - setting the foundations for further service transformation as required by DEFRA (including introduction of domestic food waste in 2030)

Our 'Ways of Working'





4. Our Seven Priority Service Improvement Areas



Adult Social Care

Our ambition is to enable people in Nottingham to live gloriously ordinary lives. The Adults Improvement Plan therefore sets out how Nottingham will move towards an Adult Social Care system that is life led rather than service led, that supports people to live ordinary lives in the places and relationships that matter to them, and that enables practitioners to use their professional judgement ethically, confidently and defensibly.

Objectives

- Enabling Gloriously Ordinary Lives - moving to a Social Care system that is life led rather than service led, that helps people live healthier, more independent lives by implementing our new Adult Social Care Target Operating Model, strengthening partnership and locality working, and embedding prevention and early intervention in how we deliver support
- Digitally Enabled Care: We will embed digital innovation as the heart of the Adult Social Care operating model to enable people to live in a place they call home
- Commissioning and Partnerships: Commissioning will develop strategic plans, focused on future models of care, proactively shaping a sustainable market that delivers long-term sustainable services and growth. This includes better outcomes, improved value for money and reduced reliance on high-cost, reactive purchasing.

Outcomes

- Improved outcomes for the people living in Nottingham City.
- People experience a coordinated, joined-up system
- Timely access, assessment and support
- Clear professional accountability and confident decision-making
- Consistent experience regardless of locality or entry point
- Workforce is aligned to demand and able to deliver preventative support
- ASCOF operates as a single, coherent system (not siloed services)
- Adult Social Care delivers strong value for money and operates sustainably
- People are living well, earlier, in their home and community, and with complex needs supported by a market and system that works.
- Reduced reliance on spot purchasing and improved utilisation of contracted provision through a planned, preventative approach.

Outcomes Measures and Targets (2028)

- Number of citizens admitted to long-term Residential and Nursing Services (baseline 31, target 28 - Dec 2026)
- Adjusted quality of life for people who use services (Impact of LA-funded social care) ASCOF 1B (baseline 0.37, target 0.4) (LOF)
- Quality of life of carers (score out of 12) ASCOF 1C (baseline 7.3, target 7.5) (LOF)
- Overall satisfaction of carers with social services (%) ASCOF 1E (baseline 37.2, target 40) (LOF)
- Overall satisfaction of people who use services with their care and support (%) ASCOF 1D (baseline 60.4, target 65) (LOF)
- The proportion of people who received reablement during the year, who previously were not receiving services, where no further request was made for ongoing support (ASCOF 2a) (baseline 61, target 70)
- The proportion of people who use services who find it easy to find information about support (ASCOF 3C1) (baseline 63.9, target 70)

Children's Social Care

The council works to keep children safe, support families to stay together where possible, and provide stable care when needed. Our approach focuses on early help, safeguarding, and fulfilling corporate parenting responsibilities, ensuring that children's voices are heard and that their outcomes improve through strong multi-agency working, skilled staff, and evidence-based practice.

Objectives

- Support families to stay together wherever possible: through strengthening our offer and practice in relation to Family Help, the use of Family Networks and partnerships through multi-agency safeguarding
- Our Young Futures Hub: We will keep children safe by providing integrated support (mental health, safeguarding, youth services) through a single front door for at-risk teenagers
- Educational attainment: Focus on raising educational attainment, attendance and reducing exclusions by strengthening partnerships with schools, academy trusts, and the Department for Education, and improve access to Alternative Provision
- Special Educational Needs and Disabilities: We will increase opportunities for those with Special Educational Needs and Disabilities (SEND) through delivery of the SEND Employment Transitions Programme (Test, Learn and Grow)

Outcomes

- Children are kept safe in loving homes
- Children have the best start in life with opportunities to achieve their potential
- More families are thriving together

Outcomes Measures and Targets (2028)

- Rate of children looked after per 10,000 children (baseline 93, target *monitor*) (LOF)
- Family networks: percentage of children who cease being looked after due to special guardianship order, residence order or child arrangement order (combined) (baseline 13, target 18) (LOF)
- Repeat child protection plans: percentage of child protection plans which were a second or subsequent plan (baseline 32.2, target 26) (LOF)
- Long period on child protection plan: percentage of child protection plans longer than 2 years (baseline 2.5, target 2) (LOF)
- Percentage of children that reoffend (baseline 34.2, target 30) (LOF)
- First time entrants to the criminal justice system per 100,000 of 10-17 year olds (baseline 162, target 160) (LOF)
- Percentage of care leavers in suitable accommodation 17-18 and 19 – 21 age groups (combined) (baseline 94.5, target 95) (LOF)
- Not in Education, Employment, or Training (NEET): Percentage of young people (16 – 17) not in education, employment or training (baseline 3.4, target 3.4) (LOF)
- Percentage of pupils achieving the expected standard in reading, writing and maths at KS2 across Nottingham City schools (baseline 61, target 61) (LOF)
- Percentage of key stage 4 pupils from state-funded mainstream and special schools with identified SEN in education, apprenticeship or employment (baseline 79.8, target 82) (LOF)
- Percentage of pupils meeting the expected standard at the end of key stage 2 in reading, writing and mathematics (All SEN provision) (baseline 22, target 25) (LOF)

City Vision

We work to transform Nottingham into a sustainable and investment-friendly regional hub which has the potential to generate millions of pounds in additional economic activity (Gross Value Added), create thousands of new jobs, and attracting billions of pounds in regeneration investment. Focusing on four key themes: people and skills; enterprise and investment; infrastructure and connectivity, and liveability and experience. We will emphasise green growth, reducing inequalities, fostering innovation in key sectors (creative, digital, life sciences, manufacturing), and leveraging universities, regeneration projects, and the East Midlands Combined County Authority (EMCCA) to drive regional collaboration and inclusive growth.

Objectives

- City Vision: Drive economic growth and create thriving, inclusive places by delivering investment and regeneration; enhancing the city's profile through a new city vision; delivering an enabling planning offer and new local plan, and attracting future capital investment

Outcomes

- There is greater economic growth and prosperity including more businesses which are growing faster
- More people are supported into good, secure work, with higher wages
- Barriers to employment, economic inactivity and unemployment are reduced

Outcomes Measures and Targets (2028)

- Current price (smoothed) Gross Value Added per hour worked (£) (baseline 33.88, target 36.5) (LOF)
- Median gross weekly pay of full-time employees (resident based) (£) (baseline 634, target 690) (LOF)
- Creation of new enterprises annually (baseline 1385, target 1430) (LOF)
- Closures of enterprises annually (baseline 1105, target 1230) (LOF)
- Number of high growth enterprises annually (baseline 70, target 70) (LOF)
- Business density (active enterprises per 10,000 resident population) (baseline 317, target 325) (LOF)
- New enterprises 5-year survival rate (%) (baseline 38.4, target 39) (LOF)
- Employment rate - aged 16-19 (%) (baseline 10.8, target 19)
- Overall employment rate (aged 16-64) (baseline 67, target 69) (LOF)

Customer Services

The council will strive to deliver a consistently positive and inclusive customer experience, placing residents at the heart of how services are designed and delivered. We will foster a culture that ensures services are easy to access, responsive and tailored to residents' needs. By embracing digital innovation and equipping our workforce with the tools and confidence to improve how we work, we will simplify processes, remove barriers and drive continuous improvement, creating more seamless, efficient and trusted services.

Objectives

- Customer experience: Improve customer experience by ensuring our services are shaped by resident insight, accessible, high-quality; and staff are empowered by using technology to streamline processes and continuously improve

Outcomes

- The council consistently provides accessible, efficient, and continually improving customer services that resolve enquiries quickly, keep residents informed, and empower staff through clear standards, data-driven insight and strong customer engagement

Outcomes Measures and Targets (2028)

- Customer satisfaction with online processes overall for NCC (%) (baseline 90.2, target 93)

Housing

Access to safe, decent and affordable housing is a key element of enabling people to live fulfilling and happy lives. The council works to prevent and relieve homelessness and enforces housing standards across all tenures. The council oversees council housing allocation and provides support to residents who are in housing need. It secures temporary and permanent accommodation for homeless households, takes early action to prevent homelessness, and intervenes to ensure that private and social rented homes meet legal safety and space requirements through licensing and enforcement.

Objectives

- Homelessness and rough sleeping: We will reduce homelessness and rough sleeping in the city by reviewing current provision, continuing to build on prevention work and building a long term strategy for Social Housing
- Council Housing: We will ensure Council Housing Stock is safe and decent and well managed through an improved repairs service, improving tenant engagement, alongside effective property management and adaptations - moving the council from a C3 rating towards the top rating of C1

Outcomes

- Homelessness and rough sleeping are prevented and reduced
- Everyone has access to a decent, safe, secure and affordable home

Outcomes Measures and Targets (2028)

- Overall satisfaction of tenants with Nottingham City Council Housing Services (%) (baseline 64, target 68)
- Percentage of duties owed where homelessness was prevented or relieved (baseline 44, target 48 - March 2027) (LOF)
- Total number of people sleeping rough on a single night (baseline 46, target 39) (LOF)

Local Government Reorganisation (LGR)

We will work in partnership with councils across Nottinghamshire to deliver a coordinated transition to a new Unitary Authority for Nottingham. This will ensure a legally compliant, safe “day one” launch, while maintaining service continuity and supporting a more efficient, sustainable model for local services.

Objectives

- Local Government Reorganisation: To continue to work with other councils in the Nottinghamshire area to define, coordinate and implement the safe and legal day one establishment of a new Unitary Authority for Nottingham as part of Local Government Reorganisation in Nottinghamshire

Outcomes

- The ‘safe and legally compliant’ day one establishment of a new Unitary Authority for Nottingham delivering simpler structures and better services

Outcomes Measures and Targets (2028)

- N/A

Waste Services

The council will transform its waste services to deliver a sustainable, efficient and forward-looking model that meets the needs of our communities and the environment. Our approach focuses on reducing residual waste, increasing recycling, and ensuring full compliance with national requirements, while investing in future-ready infrastructure. Through this transformation, we will lay the groundwork for the introduction of domestic food waste collections, creating a more resilient and environmentally responsible waste system.

Objectives

- Waste transformation: Deliver a financially sustainable, compliant and efficient waste service that reduces residual waste, increases recycling, and meets statutory obligations through effective partnership and investment as a part of our waste transformation programme - setting the foundations for further service transformation as required by DEFRA (including introduction of domestic food waste in 2030)

Outcomes

- Residents live in clean and green neighbourhoods

Outcomes Measures and Targets (2028)

- Percentage of household waste sent for reuse, recycling and composting (baseline 25.3, target 50) (LOF)
- Residents' perceptions of cleanliness (%) (baseline N/A, target TBC - residents survey pending)

5. Cross-cutting Improvement Programmes

Our nine cross-cutting Improvement Programmes build on 2024's Improvement Plan. While our seven priority service improvement areas deliver more effectively for residents, the nine programmes set out below focus on how the council functions as we continue to embed and enhance continuous improvement more widely throughout the council. The activity detailed below develops and strengthens the achievements secured through the three aims and eleven programmes of our previous Improvement Plan. This Plan sets out our collective commitment to strengthening our governance, performance, and culture so we can continue to deliver the highest standards for our residents and communities. It outlines a coordinated programme of action designed to embed long-term improvements in our financial stability, ensuring robust stewardship of public funds and enhanced resilience across the organisation. The Plan also focuses on reinforcing the proper functioning of our scrutiny and decision-making processes, enabling clearer accountability, transparency, and well-informed leadership.

Improvement Programme	Objectives
1. An Engaged, Effective and Empowered Workforce	1.1 The further development of a culture of learning and continuous improvement through the delivery of the strategic workforce strategy and HR service offer aligned to council priorities focused on productivity, leadership and management capability, and effective workforce planning. 1.2 Council Target Operating Model: The full implementation of the target operating model and the creation of corporate capacity based upon the future council operating principles
2. Corporate Landlord and Asset Sales	2.1 Strategic, efficient and effective property asset management: Strengthen the management of property assets
3. Council Companies and Traded Services	3.1 Traded Services: Delivering Best Value through a comprehensive review of Traded Services and Council Owned Entities to ensure they are well-governed and deliver value for money
4. Delivery, Performance Planning and Impact	4.1 Business Planning, Data, Insight and Performance Management: Embed and strengthen business planning, performance management and the use and availability of data to ensure that strategies and plans are evidence-based and outcomes represent value for money 4.2 Stakeholder and partnership engagement: Enhance and embed effective stakeholder and partnership engagement and communication to strengthen trust, improve service delivery, and ensure decisions are informed by robust evidence and integrated customer insight

Improvement Programme	Objectives
5. Financial Sustainability and Management	<p>5.1 Establish a robust Finance structure that supports informed decision-making and effective budget management</p> <p>5.2 Improved diligence in the management of Capital Programme and HRA budgets</p> <p>5.3 In conjunction with the Council’s External Auditor, develop a strategy to support the assurance pathway towards obtaining a non-qualified opinion on the Annual Report and Accounts</p> <p>5.4 Detailed ongoing savings delivery performance management across all services</p>
6. Governance, Scrutiny and Decision Making	<p>6.1 Effective Scrutiny and Decision Making: Strengthen robust, timely and legally compliant decision making for officers and members</p>
7. Improve Enabling Processes and Systems	<p>7.1 Optimise support processes: Identifying and removing unnecessary steps and barriers within Finance, HR, Procurement and IT.</p> <p>7.2 Innovative technology and services: Deliver accessible, reliable, secure, cost-effective, and innovative technology solutions and services.</p>
8. Procurement Transformation	<p>8.1 Commissioning and Procurement: Renewed focus on achieving value for money through improving commissioning and procurement activities</p>
9. Risk Management and Internal Audit	<p>9.1 Further development of risk management and internal audit to ensure improvements are embedded across the council</p> <p>9.2 Embrace and reflect the new national Audit Regime within internal practices. Internal audit teams must align their work with Local Audit Office (LAO) standards and guidance and there will emerge a greater expectation for robust internal controls and collaboration with the LAO to ensure synergy between internal and external assurance.</p>



6. Enabling and Ensuring Delivery

Financial Sustainability

Financial sustainability remains the council's defining challenge and one of the CSIP's core points of focus. This plan will strengthen medium term financial planning, continue to drive credible savings, and improve the use of assets and commercial practice - all within a mature control environment that integrates risk, assurance, and delivery oversight. By embedding continuous improvement in financial management and in frontline services, we will protect value for money and ensure we live within our means, year after year.

What Residents and Partners Can Expect

People and partners should see a council that is more consistent, more collaborative and more effective - one that delivers the basics reliably, is transparent about performance, and makes responsible choices to sustain services. The CSIP commits us to continuous improvement in outcomes, experience and value, building on the hard work of the first Improvement Plan to ensure Nottingham City Council is resilient, outward facing and fit for the future.

How the CSIP Works

The CSIP is a live, rolling framework. It:

- **Sets expectations** for continuous improvement in every service and enabling function (governance, finance, digital, people, procurement, risk and assurance).
- **Defines a small set of corporate outcomes and measures** to track effectiveness, efficiency and experience, supported by targeted service level indicators.
- **Establishes rhythms and routines** (monthly oversight, quarterly assurance, annual refresh) so improvement is visible and responsive.
- **Aligns with the council's strategic plans and budget strategy**, ensuring resources and improvement effort are directed to the highest value activities.

The objectives in the CSIP will be implemented through its detailed Delivery Plan (Appendix A). This will ensure there is clear responsibility and accountability and enable performance management through regular reporting and monitoring of progress.

The Delivery Plan also describes who the Senior Accountable Officers (SAOs) and Responsible Delivery Leads (RDLs) are for all objectives.

Governance and Assurance

A new Continuous Improvement Committee will be established, chaired by the Leader and including Opposition Members, two independent external leads for Adults and Children's Services, and the Ministerial Envoys.

This Committee will monitor the council's progress in implementing the CSIP. Two Ministerial Envoys, appointed for their expertise in local government transformation and political leadership, will provide six-monthly assurance to Ministers.

Together, these measures reinforce governance, ensure transparent oversight, and help secure sustained improvement across the authority.

